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Threats in the public health environment can often be difficult to deter. Maintaining situational awareness, developing a proper security posture, and quickly reporting threats could prevent attacks and save lives.

What Will be Covered...

OVERALL THREAT ENVIRONMENT

- Overview and Vulnerabilities
- National and Local Incidents at Healthcare Facilities
- Specific Threats to Employees

ENCOUNTERING THREATS IN THE WORKPLACE

- Proper Security Posture
- De-escalation Techniques
- Indicators and Mitigation Techniques
- Handling and Reporting Threats

I. Overall Threat Environment

Threat Overview

- 241 shooting incidents at hospitals nationwide from 2000-2015
- 98 bomb threats at healthcare institutions nationwide in 2016
- Past study indicates 75% of all reported workplace assaults occur in the healthcare industry
- Disorderly Conduct, Assault, and Theft are the most common occurrences within healthcare facilities
- Predominantly male aggressors

Doctor opened fire at Bronx-Lebanon Hospital killing 1 and wounding 6 in New York City (June 2017)



Potential Vulnerabilities

Healthcare Facility Vulnerabilities:

- Soft targets
- Multiple entrances
- Predictability
- Unrestricted access
- Network susceptible to cyber attack
- Overall low security
- High levels of publicity would follow an attack



National Incidents

➤ **Harlem, NY (2016)**

- Department of Health employee robbed and then stabbed with screwdriver outside of health center

➤ **Titusville, FL (2016)**

- Man randomly entered hospital then shot and killed a hospital employee and patient

➤ **Pittsburgh, PA (2016)**

- Former patient stabbed 5 and doused elevator with accelerant at Turtle Creek Mental Health Facility

➤ **San Bernardino, CA (2015)**

- Two individuals targeted a Christmas party at San Bernardino County Department of Public Health killing 14 and injuring 22

➤ **St. Paul, MN (2014)**

- 68 year old patient ripped metal bar from bed and injured 4 nurses, hospitalizing 2

Missouri Incidents

Shooting Incidents

- **Lebanon, Missouri (2017)**
 - Man walked in hospital waiting room, then committed suicide
- **Joplin, Missouri (2015)**
 - Man was shot in parking lot of hospital
- **Springfield, Missouri (2013)**
 - 2 individuals involved in double suicide attempt with one surviving
- **St. Louis, Missouri (2013)**
 - Home healthcare business owner kills 3 employees, then himself
- **St. Louis, Missouri (2012)**
 - Medical student robbed and shot outside of hospital

Bomb Threat Incidents

- **Columbia, Missouri (2016)**
 - Psychiatric patient called in bomb threat to hospital
- **St. Louis, Missouri (2016)**
 - Man charged with terrorist threats for making a bomb threat to clinic
- **St. Louis, Missouri (2016)**
 - Psychiatric patient walked in emergency room with two packages claiming they were explosives

II. Specific Threats to Employees

Potential Aggressors at Healthcare Facilities

- **Employees** – disgruntled employee carrying out physical/verbal threats due to dissatisfaction with work, coworkers, or other personal difficulties
- **Patients** – abusive patients, their family, or other visitors carrying out physical/verbal threats
- **Unaffiliated Persons** – crimes of passion, criminal opportunists, terrorism



Receiving Threats in the Workplace

Various types of threats can include: verbal (in person/by phone), written, or cyber

- **Bomb threats** – disgruntled employees, former patients, families of current patients, ideologically motivated individuals
- **Veiled/Targeted threats** – individuals threatening members of staff, facilities, or patients



External Threats Impacting the Workplace

➤ Mass Casualty Events

- Would likely affect surrounding region and facilities with surge of trauma patients
- Could cause diversion of resources
- Services may become unavailable



Active Shooter

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Study of 154 hospital-related shootings found:

- 59% of shootings occurred inside hospitals
- 41% of shootings occurred outside on hospital grounds
- 23% of shootings that occurred in the emergency department, the security officers weapon was taken by the assailant

High Risk Areas

- Emergency Department
- Parking Lots/Parking Garages
- Patient Rooms



III. Encountering Threats in the Workplace

Develop/Revisit Security Plan

- **Identify threats, hazards, and vulnerabilities on property**
 - All hazards focus (criminal, natural disaster, cyber)
 - Determine which threats are most likely and most dangerous
- **Establish goals and objectives to achieve those goals**
- **Invite affected staff to review or provide input**
- **Write the plan**
 - Clear, concise, use checklists or maps, avoid jargon, etc.
- **Exercise the plan**
- **Critique the plan and modify as needed**

Diffusing Conflicts

Avoid creating problems by controlling not only **what** is said, but **how** it is said.

These techniques can help calm situations; call proper authorities for help as needed.

➤ Initial Concerns

- Ensure safety of others; move to a different area if necessary
- Introduce self and use aggressor's name
- Set guidelines of reasonable behavior
- Position yourself with the ability to exit
- Buy time
- Have another individual present



Diffusing Conflicts (Continued)

➤ Communication

- Be calm. Speak and move slowly.
- Maintain lower voice while remaining confident
- Avoid use of the word “You”
- Gain trust through active listening
- Provide options to make this better

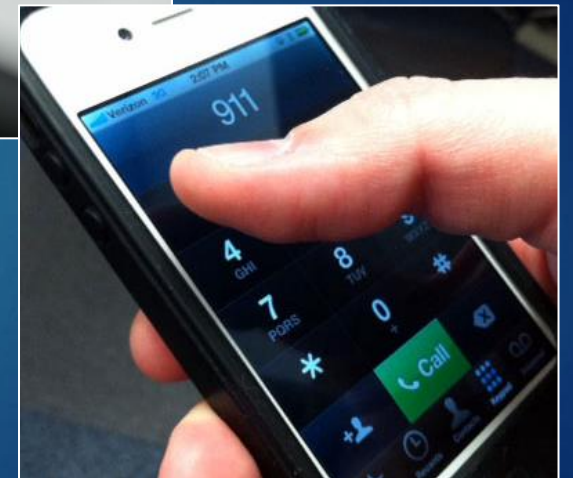


Diffusing Conflicts (Continued)

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➤ Conclusion

- Stay with the person until situation is complete
- Thoroughly document event
- Notify appropriate security personnel or law enforcement



Potential Indicators

Based on each circumstance, these situations *may* indicate an act of criminal activity.

Remain alert and notify law enforcement/security personnel of any suspicious or questionable behavior.

- Suspicious persons wearing unseasonable clothing
- Unattended packages
- Recent damage to perimeter
- Threats to facility
- Persons causing disturbance
- Pattern of false alarms
- Theft
- Unusual photography of facility, security, etc.
- Asking detailed questions about security and/or times of high attendance
- Loitering without explanation

Indicators of Potential Violence by Employees

- Increased use of alcohol and/or Illegal drugs
- Depression / Withdrawal
- Repeated violations of agency policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Talk of previous incidents of violence
- Empathy with individuals committing violence

Mitigating Threats in Public Health

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- Report any suspicious activity ASAP
 - Report theft, loss, or diversion of IDs and uniforms
 - Accountability practices to reduce insider threat
 - Maintain strong cybersecurity practices
 - Identify hiding places and useful defensive items
 - Perform security and emergency drills
 - Become a MIAC ILO
- If an attack occurs:
 - Possibility of more attackers within the area
 - Control time and resource wasting rumors
 - Search for weapons or potential hidden dangers
 - Remain calm and aware of any threats
 - Rely on emergency plans and past exercises

Handling Threats

Threats of violence or illegal activity should be immediately reported to local law enforcement. They could indicate a person of concern or a potential attack.

Threats via Telephone

- Keep a checklist
- Keep caller on the line as long as possible
- Write down threat exactly as it is communicated

Threats via Social Media/Mail

- Immediately contact security personnel or law enforcement
- Consider lockdown or evacuation if threat is imminent
- Save a copy of the letter/post/tweet, etc.
- Do not respond/block/unfriend until reported to security personnel or law enforcement

Run, Hide, Fight

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Run, Hide, Fight

RUN > HIDE > FIGHT

>>> SURVIVING AN ACTIVE SHOOTER EVENT

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> Run

- Attempt to evacuate if there is an escape path
- Evacuate even if others do not agree
- Leave belongings
- Help others escape
- Prevent others from entering area
- Call 9-1-1 when safe

> Hide

- Lock/blockade the door
- Silence your cell phone
- Hide behind large objects
- Remain very quiet

> Fight

- Attempt to incapacitate the shooter
- Act with aggression
- Improvise weapons
- Commit to your actions

When help arrives remain calm, following instructions, with your hands visible at all times. Know that help for the injured is on the way. Avoid pointing/yelling.

Suspicious Activity Reporting (SAR)

- These actions or events may be indicative of potential terrorist activity. Some of these actions are Constitutionally protected. When in doubt, report suspicious activities to MIAC.
- Criminal
 - Attempted Intrusion/Breach
 - Misrepresentation
 - Theft/Loss/Diversion
 - Sabotage/Tampering/Vandalism
 - Cyberattack
 - Expressed/Implied Threat
 - Aviation-Specific Incidents
- Potential Criminal/Non-Criminal
 - Eliciting Information
 - Testing of Security
 - Recruiting/Financing
 - Photography/Surveillance
 - Materials Acquisition/Storage/Discovery
 - Acquisition of Expertise
 - Sector-Specific Incident(s)

SAR Process

- It is important to first call 911 with any SAR, then a report to MIAC can be made
- SAR activity may be reported to MIAC through three methods:
 - Phone – 866-362-MIAC (24/7)
 - Email – miac@mshp.dps.mo.gov
 - MIAC's Website – <https://miacx.org>, then choose “Submit a Tip” from the menu
- Process
 - Tips are received and vetted for accuracy/validity and potential terrorist activity
 - If appropriate, referred to Joint Terrorism Task Force
 - Feedback provided when possible

Additional Resources

► **Guidelines for Preventing Workplace Violence for Healthcare and Social Service Workers**

<https://www.osha.gov/Publications/osh3148.pdf>

► **Workplace Violence Prevention Course for Nurses/Healthcare Workers**

https://www.cdc.gov/niosh/topics/violence/training_nurses.html

► **Bomb Threat Checklist**

<https://www.dhs.gov/sites/default/files/publications/dhs-bomb-threat-checklist-2014-508.pdf>

► **Bomb Threat Guidance Brochure**

<https://www.dhs.gov/sites/default/files/publications/dhs-doj-bomb-threat-guidance-brochure-2016-508.pdf>

► **Incorporating Active Shooter Incident Planning into Health Care Facility Emergency Operations Plans**

<http://www.phe.gov/preparedness/planning/Documents/active-shooter-planning-eop2014.pdf>

► **Active Shooter Planning and Response in a Healthcare Setting**

<https://www.fbi.gov/file-repository/active-shooter-planning-and-response-in-a-healthcare-setting.pdf/view>

Questions?

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(U//FOUO) This product pertains to U.S. Department of Homeland Security Standing Information Needs: HSEC-1, 6, and 8 and Missouri Standing Information Needs: MIAC – SIN – 01, 02, 05, 07, 08, 09, 10, and 11

ACTIVE SHOOTER PREPARATION

Definitions

- *ACTIVE SHOOTER*- For the purpose of this presentation, an active shooter is defined as a person or persons, who appear to be actively engaged in killing or attempting to kill people in the building or on the grounds. In most cases the perpetrator uses one or more firearms and displays no pattern or method for the selection of their victims.

- In some cases the perpetrator uses other weapons and/or improvised explosive devices to cause additional casualties and to act as an impediment to police and emergency responders. Improvised explosive devices may detonate immediately, have delayed fuses or detonate on contact.

- Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims.
- Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Threats

- The outside threat- People from outside the organization. These people could be a disgruntled customer, a possible domestic abuser or someone who is mentally unstable.
- This type of threat will have little to no warning, but can be thwarted by internal security measures.

Threats

- Internal threat- People from the organization. These people could be a disgruntled employee, or a recently fired employee.
- This type of threat is unlikely to be hindered by any internal security measures, however, the warning signs are usually there which allows for some type of warning.

Threats

- Terrorism- Individuals usually from outside the organization that due to ideology perceive the organization as either a threat or a representation of a bigger threat.
- This type of threat is unlikely to be hindered by anything except robust internal and external security measures. Warning for this type of threat is usually non-existent as well. The best time to intercept this type of attack is during the pre-attack surveillance phase. Look for and report suspicious behavior.

Insider Threat

Potential warning signs include:

- Increasingly erratic, unsafe, or aggressive behaviors.
- Hostile feelings of injustice or perceived wrongdoing.
- Drug and alcohol abuse.
- Marginalization or distancing from friends and colleagues.
- Changes in performance at work.
- Sudden and dramatic changes in home life or in personality.
- Financial difficulties.
- Pending civil or criminal litigation.
- Observable grievances with threats and plans of retribution.

Insider Threat

Help ensure the safety of you and your colleagues by:

- Being aware of drastic changes in attitude toward others.
- Taking note of any escalations in behavior.
- Providing any information that may help facilitate intervention and mitigate potential risks.

Concerned? Witnessed disturbing behavior?

Contact your supervisor or your human resources department to alert them of potential dangers and enable them to mitigate any emerging risks.

Response

Run, Hide, Fight

- Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

Run

- If there is an accessible escape path, attempt to evacuate the premises. Be sure to:
- Have an escape route and plan in mind
- Evacuate regardless of whether others agree to follow
- Leave your belongings behind
- Help others escape, if possible

Run

- Prevent individuals from entering an area where the active shooter may be
- Do not attempt to move wounded people
- Call 911 when you are safe

Hide

- If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
- Be out of the active shooters view
- Provide protection if shots are fired in your direction
- Avoid areas that trap or restrict your options for movement

Hide

- Find an area with a lockable door that will resist forced entry
- Lock the door
- Block the door with heavy furniture
- Silence your cell phone
- Turn off any source of noise (radio, TV)
- Hide behind large items (file cabinet, desk)
- Remain quiet

Fight

- As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:
- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- If you make this choice you must COMMIT to your actions

Contact with Law Enforcement

- When employees are contacted by Law Enforcement they should:
- Remain calm and follow their instructions
- Keep hands empty
- Immediately raise hands and open fingers (up, open and empty)

Contact with Law Enforcement

- Keep hands visible at all times
- Avoid making quick movements towards officers
- Do not grab or attempt to hold on to an officer
- Avoid pointing, screaming and/or yelling
- Do not impede the officers movements by stopping them to ask for help or to ask questions

- Police officers responding to an active shooter are trained to proceed immediately to the area in which shots were fired to stop the shooting as soon as possible. The first responding officers may be in teams; they may be dressed in normal patrol uniforms, or they may be wearing ballistic vests and helmets. They may be armed with rifles, handguns or shotguns

- The objectives of the responding officers are as follows:
- Immediately engage or contain the active shooter
- Identify threats such as IED's
- Identify victims to facilitate medical care, interviews and counseling
- Investigate the crime scene

- You are likely to be viewed as a possible suspect until proven otherwise. Expect to be detained and interviewed.
- Law Enforcement is **unlikely** to use dynamic entry into the secure space where you have taken shelter. Expect to be ordered out by the police. Verify that it is the police that are ordering you to open the door

- The area will be considered a crime scene so leave it “as is”. When ordered to evacuate, leave the area and do not stop to pick up personal or work related items.
- Avoid the use of social media during the incident
- Medical personnel will not be allowed into the area until the threat has been neutralized

Calling 911

- During an active shooter incident the local 911 center may be overwhelmed, resulting in longer call wait times and shorter responses from the dispatcher
- Remain calm and give as much information as you can regarding the suspect

Recovery

- Account for personnel and visitors
- Facilitate medical assistance
- Contact family members
- Coordinate with LE and emergency services
- Activate communications outlets with updated information (check with LE).
- Coordinate the retrieval of personal belongings

- Activate the continuity of operations plan and prepare to reopen the facility
- Offer grief counseling
- Connect employees with the Employee Assistance Program
- Process workers compensation claims or other types of financial assistance

Planning

- Develop an emergency action plan. The EAP should be an all hazards plan.
- Develop a Continuity of Operations Plan
- Develop a Media plan
- Develop a Employee assistance plan
- Train the plan.
- Work with local partners during the training



**Homeland
Security**

Active Shooter Preparedness Program

Active shooter incidents, in many cases, have no pattern or method to the selection of victims, which results in an unpredictable and evolving situation. In the midst of the chaos, anyone can play an integral role in mitigating the impacts of an active shooter incident. The Department of Homeland Security (DHS) provides a variety of no-cost resources to the public and private sector to enhance preparedness and response to an active shooter incident. The goal of the Department is to ensure awareness of actions that can be taken before, during, and after an incident.

Active Shooter Preparedness Program

DHS maintains a comprehensive set of resources and in-person and online trainings that focus on behavioral indicators, potential attack methods, how to develop emergency action plans, and the actions that may be taken during an incident.

Active Shooter Online Training

This one-hour online course (IS-907 Active Shooter: What You Can Do) provides an introductory lesson on the actions that may be taken when confronted by an active shooter, as well as indicators of workplace violence and how to manage the consequences of an incident. To access this course, please visit the Federal Emergency Management Agency (FEMA) Emergency Management Institute online training website at <http://www.training.fema.gov/is/crslist.aspx> and type Active Shooter in the search bar.



Active Shooter Preparedness Workshop Series

These scenario-based workshops feature facilitated discussions to inform participants on the best practices associated with preparing for and responding to an active shooter incident. Through a dynamic exchange of information, these workshops provide participants an understanding of how to plan and aid in the development of an initial draft of an emergency action plan for their organizations. For more information on these workshops, please contact the Active Shooter Preparedness Program at ASworkshop@hq.dhs.gov.

Active Shooter Online Resources

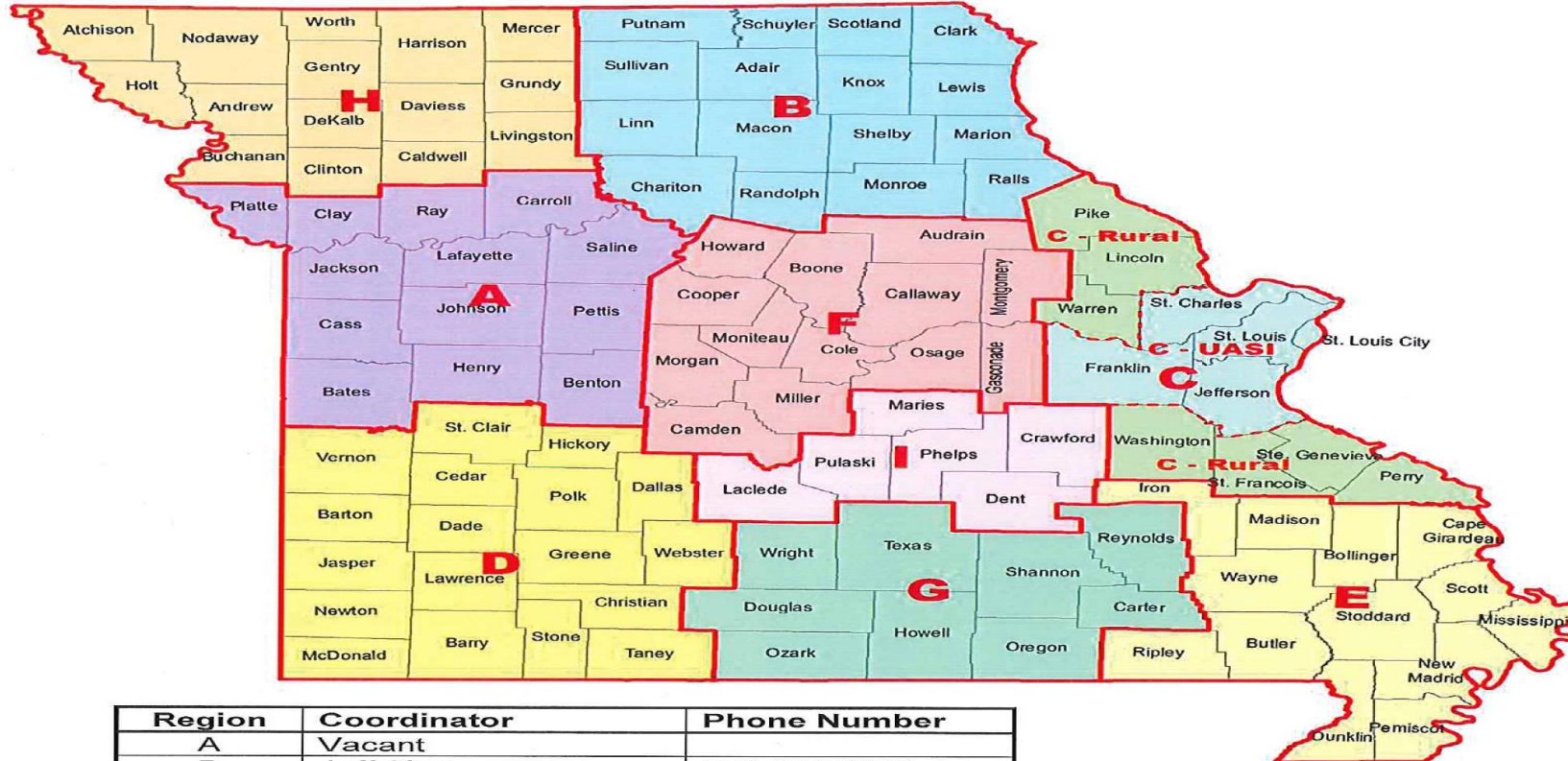
There are additional resources available online to inform individuals on how to prepare for active shooter incidents. These resources range from booklets and pocket guides, to a 90-minute webinar that explains the importance of developing an emergency action plan and the need to train employees on how to respond to an incident. To access these resources, please visit <http://www.dhs.gov/activeshooter>.

Contact Information

For general information regarding the Active Shooter Preparedness Program, please email ASworkshop@hq.dhs.gov.



Regional Coordinators



Region	Coordinator	Phone Number
A	Vacant	
B	Jeff Alton	573-644-3849
C - UASI	Derek Lohner	314-527-8362
C - Rural	Steve Besemer	573-645-5394
D	Denise Russell	573-821-4683
E	Mark Winkler	573-290-5125
F	Brenda Gerlach	573-644-3728
G	JJ Travis	573-301-8420
H	Michael Booth	816-632-2835
I	Brett Hendrix	573-680-9815

Links

<https://www.dhs.gov/active-shooter-preparedness>

<http://training.dps.mo.gov/>

<https://dps.mo.gov/dir/programs/ohs/resources/>